



S U C C E S S

F R A M E W O R K

GLOSSARY AND KEY TERMS

Balanced Scorecard:	A performance report previously used in the state of Utah to help managers manage their operations. The balanced scorecard was discontinued in June 2013.
Blue Light:	Term used to specify the most value adding activity in a given process. When defined for the control point, it is in the operational interest of an organization to eliminate or reduce activities that interfere with a steady stream of this highest priority activity.
Critical Chain:	<p>Critical chain project management is an approach developed by Eli Goldratt to apply TOC principles to project management. Critical chain finds three major problems associated with typical methods of project management:</p> <ol style="list-style-type: none">1. Student syndrome. Wait until the last possible time and then complete the project just barely, thus using up all the safety time.2. Multi-tasking. Project managers know critical resources are working multiple projects, so they build in safety into the project time line to allow for this. Or they do not account sufficiently for the constraint caused by multi-tasking of critical resources.3. Parkinson's law. The original statement of Parkinson's Law is that work expands to fill the time allotted for its completion. In the critical chain view, early completion is not reported, while late completions always eat up safety time. Those completing their part of the project earlier than scheduled might choose to double check the process, add bells and whistles to the original specifications, etc. <p>[Cox, pp. 85-93; Dettmer, pp. 21-22, 300-303; Goldratt Critical Chain;]</p>
Constraint:	Anything that restrains the production capacity of a system. It may consist of people lacking skills, poor policy, technical limitations, or other problems.
Constraints Management:	A view of business systems that examines the capacity limitations of its smaller parts to understand the performance of the whole. Managing your entire system so as to maximize the potential capacity of your chosen control point. Steps prior to the control point should focus on feeding the control point the appropriate amount of work, while steps after the control point

should be focused on moving throughput through the system as quickly as possible.

Control Point:	A strategically selected constraint in a system that is used to anchor the operation of the system. Once selected, all of the processes that precede the control point should be focused on feeding it in such a way that it maximizes blue light. The processes following the control point typically focus on speed. The control point can be selected because it contains the highest value resource, it is the highest value add to the system, or because it is the essence of the systems purpose. Typically control points are not changed when a TOS is complete.
Cumulative Flow Diagram:	A chart of throughput moving through a system. Inputs / arrival of work, release of work into process(es), and completion are all illustrated. The x-axis is time and the y-axis is the cumulative movement of throughput. This allows for an efficient way to evaluate system performance in terms of time elapsed, quantity, and timeliness.
Cycle Time:	The length of time between starting work on and completing a unit of throughput.
FAST Diagram:	A <u>F</u> unctional <u>A</u> ssessment of <u>S</u> peed and <u>T</u> ime that illustrates a major process according to time (x axis) and entity responsible by swim lane (y axis). A fully mature FAST diagram clearly delineates how processes can be accelerated by eliminating waste and parallel processing (by illustrating before and after).
Full Kit:	A developed scope of what is required in order to appropriately feed a control point so it can invest as much time as possible into blue light. This includes all necessary materials and information such that no additional labor or time is required to transition to blue light activity.
Gap Analysis:	A tool used to identify the proportions of which interferences are preventing blue light from occurring at the control point. The highest proportioned interferences are typically prioritized to improve to maximize blue light performance.
Interference Diagram:	A tool used to identify every aspect of work that is intruding on blue light at the control point. Typically these interferences can be bundled by a shared cause or by function.
Lead Time:	The elapsed time a system requires to produce a unit of throughput. This includes the amount of time work remains in queue or that it remains idle.
Major System:	A macro view of operations that captures with reasonable simplicity how labor is organized to achieve its goals. Typically a major system exists at - or one level below - and agency's mission and clearly connects to it. Major systems generally encompass many processes and subsystems.

Operating Expense (OE):	All of the money an organization uses to produce throughput and fulfill its purpose. This includes all direct and indirect costs.
Operational Measures:	A set of smaller scoped measures that help management understand the status of their operation. Operational measures should provide the data required to fully manage a major system and connect to QT/OE.
Portfolio Management:	A method used to 1) gather project ideas, 2) organize, evaluate, and prioritize them, and 3) manage the initiation of projects so as to not overwhelm organizational resources.
Quality Throughput (QT):	A measure that considers the units of value a system produces (throughput) and the excellence of those units (quality).
Queue:	A storage place (physical or not) for work that has been requested by the client but for which work has not yet begun.
Root Cause Analysis:	A process to examine the common cause of interferences. There are several different version of root cause analysis - each attempt to find core causes in an attempt to bring simplicity to what sometimes appear to be complex problems.
SUCCESS Framework:	A set of organizational and performance improvement principles developed and used by the state of Utah in order to boost performance in state government.
TOS:	Throughput Operating Strategy. A one page strategic plan for operations that include: a high level map of a major system, an identified control point, defined blue light, what good looks like feeding the control point and after the control point.
Throughput Rounds:	Short, regular, stand-up meetings at which front-line staff and supervisors meet to discuss QT/OE optimization (obstacles, needs, etc.)
Touch Time:	Actual time spent working on activities that contribute to the completion of a product or task..
Translation Targets:	Individual/team goals created by breaking down a system goal.
Work in Progress:	Services or products that have been initiated but are only partially complete.